



Bob Widomski presented "Managing Multiple Projects" at the PMI Chapter Meeting in December 2004. For a calendar of events see page:4

Next Membership Meeting

February 16, 2005 – The Yard – Manchester

Speaker: Kevin Micalizzi



Kevin P. Micalizzi, Business Development Manager and Consultant for HeiterConnect, Inc., has over 8 years experience working with virtual teams. Kevin will be presenting "Leading Virtual Project Teams - On and Off Shore" Join us for an interactive session where we will discuss effective communication strategies and key best practice behaviors when leading virtual project teams.

Join us February 16th at The Yard in Manchester. Networking hour starts at 6. Open to all.

To register: <http://www.acteva.com/booking.cfm?bevaid=80876>

INSIDE THIS ISSUE

- 2** Welcome New Members & Congrats New PMPs
Road Trip : Area Events
- 3** Article: Fundamentals of Virtual Teaming – Part II
- 4** PMI, NH Calendar of Events
- 5** Education Corner



From the President's Desk

Gary O'Kula, PMP
NH Chapter President
president@pmi-nh.org

Happy New Year!

Did you make a new year's resolution to find a new job, join a professional organization or become PMP certified? Please join us at our next monthly chapter meeting and network with other professionals who represent many of the major NH employers.

PMI NH Chapter had a very successful 2004. We exceeded both membership and PMP goals! Thanks for making our chapter an organization that professionals are proud to be associated with.

See you all at the next meeting!

Gary A. O'Kula, PMP
President
PMI NH Chapter

If you have any questions or concerns, ideas, or if you would like to volunteer, please don't hesitate to contact me at president@pmi-nh.org. ■

PMI – NH wants to know what our members are looking for from the Risk SIG...

We will be sending out a survey to our members. The objective of this survey is to establish a foundation for this program to better serve the NH Chapter membership in developing the practice of risk management in our professions and organizations. The survey will address two areas – characterization of the use of risk management personally and in your organization and professional development approaches and preferences.

When you have completed the survey please return it to Rob Cimini, PMP @ racimini@comcast.net.

Rob Cimini, PMP
Local Risk SIG Liaison

WELCOME!

We extend a very warm welcome to these newest members of the NH chapter "family." We hope to see you at a chapter meeting very soon – perhaps on February 16th:

- Anthony V. Anzivino, PMP
- Chad Coolidge
- Wanda M Downing
- Kristin L Frykman
- James Glick, PMP
- Nicholas D. Harvey, III
- Gerald Hull
- Everett Mangsen, Jr., PMP
- Jon R Marquette
- Denise D. Mitchell
- Dale Terrance Mottram, Jr.
- Garry A. Page
- Joyce E. Pochily
- Peter I Rienzo
- Robert F Saur
- James J Wright

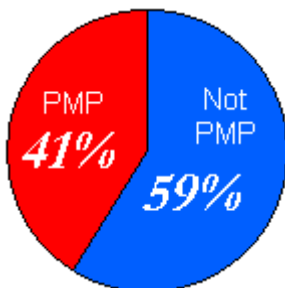
CONGRATS NEW PMPs!

They did it! Congrats to these chapter members who recently passed the PMP exam and earned their letters:

- Rajeev V Agarwal, PMP
- James Glick, PMP
- Daniel L Hebert, PMP
- Garrett P. Keane, PMP
- Mitul Shah, PMP
- Paul M. Sheahan, PMP
- Laura Starr-Houghton, PMP
- Paul A. Szulewski, PMP
- Daniel A Towler, PMP

New PMPs are encouraged to help mentor others in the chapter. To volunteer, please email: education@pmi-nh.org

PMI – NH Chapter currently has 285 members and 117 PMPs



Road Trip: Area Events



The PMI-CV Board of Directors is pleased to announce the 2005 PMI Champlain Valley Information Exchange Symposium scheduled for Friday, February 4, 2005.

Speaker – Dr. Rick Brinkman - Dr. Rick is a keynote speaker and trainer for Fortune 1000 companies, association events and government meetings. He is frequently featured in the media and has appeared on CNN, in the Oprah magazine and the Wall St. Journal.

For more information on Dr. Rick - <http://www.rickbrinkman.com/>

Topic – Conscious Communication™ to Deal with People You Can't Stand and Bring Out the Best in People at Their Worst

Where - Inn at Essex
http://www.innatessex.com/about_the_inn/directions.html

Time - 8:30am-4:00pm

PDU's - 8

Cost - PMI Members: \$110.00
Non Members: \$125.00
Includes Continental Breakfast, Buffet Lunch and Snacks

To Register: <http://www.pmicv.org/>

Looking for additional PDUs?

Submit a newsletter article! For more information please contact Tiana Clavette, Director of Communications
communications@pmi-nh.org

Fundamentals of Virtual Teaming – Part 2

Written by: Kevin P. Micalizzi, HeiterConnect, Inc.

Working with virtual teams is rapidly becoming standard practice, on or off shore. This is the second in a 4 part series on the Fundamentals of Virtual Teaming. In this article we'll focus on the virtual project team as a living system and how identity plays a role.

Too often, we fall into the trap of seeing our project teams as machines. Machines are often seen as predictable, reliable, and easy to manage and control. They are very effective at producing the same result, over and over again. Sounds good, right? The dilemma is that projects are meant to create unique products and services. Machines aren't able to create unique products and services, they're too limiting. We need our teams to be living systems, capable of self-organizing and overcoming challenges.

To better understand organizations as living systems, we'll turn to the article "The Irresistible Future of Organizing", by Margaret J. Wheatley and Myron Kellner-Rogers. In their application of the concept of living systems to organizations, Wheatley and Kellner-Rogers note three conditions that must be met for self-organizing systems: identity, information and relationships. Identity is defined as "intent", and "a belief that something more is possible now that the group is together." It's our team's past, present, and future.

Identity is derived from purpose, charter, and mission. We hear these words used frequently, with many not understanding or adopting them in practice. Our world tends to be chaotic. Identity needs to be the most stable aspect of our team. It becomes the glue that keeps our team together. Having a clear identity allows us to have high alignment to the project goals, while giving our virtual team members high autonomy. It gives clarity that helps team members contribute in creative and diverse ways. It's the reason a virtual team member will make the team a priority over the fires, pressures, and priorities happening at their current location. Who we are is the key to what we can do.

So how can we help to solidify identity for our project teams? Bring the team together, in person, if possible. Meeting in person allows our team to connect in ways that are more difficult for virtual teams. Unfortunately, the reality for many project managers is that travel budgets are restricted. Whether travel is possible or not, there are several things you can do to help ensure your team has a clear identity.

Defining goals, vision, success factors, ground rules, and a "team contract" (operating agreement) help foster identity. Our focus is almost always on the needs and desires of external project stakeholders. It is important to discover and take into account the needs of team members as well. The more we align personal goals with project goals, the more commitment we generate. Relying on the expertise of team members can also help strengthen identity.

Encourage team members to share information about themselves. This can be done through a project web site or by planning time for personal connections. Some project managers use a few minutes at the beginning of conference calls to have team members talk informally. This could be a check-in about their weekend, current weather, major happenings at their location, etc. Our virtual teams do not automatically have the same informal interactions an in-person team would. To ensure our team comes together as a living system, we need to plan time for informal interactions.

Next month we will focus on how information plays a role in our virtual project teams...

Kevin P. Micalizzi – Consultant and Business Development Manager for HeiterConnect, Inc., has over 8 years experience working with virtual teams. Kevin is a frequent host of the HeiterConnect, Inc. weekly MiniConnect free one hour webinars (<http://www.heiterconnect.com/miniconnect.htm>). As a leader and project manager Kevin has met the challenges of leading effectively across cultural and geographical boundaries. He has developed teams in medium and large companies with hierarchical and matrix organizations, including IBM Rational software and Sybase. An excellent communicator and facilitator, Kevin received his Bachelor's degree from Ithaca College in Speech Communication, with a focus on interpersonal, small group, and intercultural communication. Kevin can be reached at kmicalizzi@heiterconnect.com. ■

Are you interested in learning more about virtual teaming? Kevin will be speaking at PMI NH's February Chapter Meeting at The Yard in Manchester.

Upcoming Chapter Events – 2004 Calendar of Meetings

WED., FEBRUARY 16 - NH CHAPTER MEETING

The Yard, 6 pm
1211 S. Mammoth Road
Manchester, New Hampshire



Kevin Micalizzi will lead an interactive session on

Leading Virtual Project Teams - On and Off Shore.

More and more companies are relying on virtual project teams to perform their most critical work. Technology makes it possible to work across boundaries faster and cheaper, and key talent is often spread across multiple locations. Project managers often find themselves balancing the need for getting the job done quickly, perhaps with fewer people, with the need for cultivating working relationships with team members that span barriers of time, distance, and culture, to name just a few. As companies increase their use of off shore consulting vendors, the complexity is magnified. For many managers, this is unfamiliar territory that requires a new way of thinking about how to lead people. Join us for an interactive session where we will:

- Use a model to highlight the distinction between co-located and virtual leadership
- Focus on a few key best practice behaviors in areas such as conflict/issue escalation, influencing without authority, and follow through on decisions
- Discuss effective communication strategies to use when leading virtual teams, both on and offshore

About our speaker:

Kevin P. Micalizzi, Business Development Manager and Consultant for HeiterConnect, Inc., has over 8 years experience working with virtual teams. As a leader and project manager Kevin has met the challenges of leading effectively across cultural and geographical boundaries. He has developed teams in medium and large companies with hierarchical and matrix organizations, including IBM Rational software and Sybase. An excellent communicator and facilitator, Kevin received his Bachelor's degree from Ithaca College in Speech Communication, with a focus on interpersonal, small group, and intercultural communication.

Driving directions:

Heading North on Interstate 293, take exit 1 (The Mall of New Hampshire exit). Turn left at the traffic light at the end of the off ramp onto Route 28 south (South Willow Street). The Yard Restaurant is approximately 1.9 miles from the off ramp and is on the left side.

Heading South on Interstate 293, take exit 1 (The Mall of New Hampshire exit). Turn right at the traffic light at the end of the off ramp onto Route 28 south (South Willow Street). The Yard Restaurant is approximately 1.9 miles from the off ramp and is on the left side.

WED., MARCH 16 - NH CHAPTER MEETING

The Inn at Hampton, 6 pm
Galley Hatch Conference Center
US RT 1
Hampton, New Hampshire



2004 – 2005 Events Calendar

Event	Date	Location
<input type="checkbox"/> February Chapter Meeting	02/16/05	Manchester
<input type="checkbox"/> March Chapter Meeting	03/16/05	Hampton
<input type="checkbox"/> April Chapter Meeting	04/20/05	Manchester
<input type="checkbox"/> May Chapter Meeting	05/18/05	Hampton
<input type="checkbox"/> June Chapter Meeting	06/15/05	Manchester

Typical Meeting Agenda

6:00 – 6:30: Registration & Networking
6:30 – 7:00: Dinner
7:00 – 7:15: Welcome / Introductions & Job Postings
7:15 – 8:30: Guest Speaker
8:30 – 8:45: Adjourn

PMI – NEW HAMPSHIRE

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HOW TO CONTACT US

PMI NH Chapter, Inc.
P.O. Box 4496
Portsmouth, NH 03801
Website: www.pmi-nh.org

For sponsorship, advertising or job placement ads and inquiries, please e-mail us at sponsorship@pmi-nh.org.

General E-mail Addresses

information@pmi-nh.org
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Proud to be your local project management connection.
PMI-NH is a member-supported nonprofit organization.

PMI NH can help you meet your new year resolution of getting your PMP!

➤ *Study Group Update*



Education Corner
Rick Hogan, PMP
Education Director, NH Chapter
education@pmi-nh.org

PMP Exam Study Group Update

Merrimack Study Group – A new study group started on January 11th, 2005. They will be meeting every Tuesday from 6:30pm to 8:30pm for 12 weeks.

This will most likely be the last study group that prepares for the PMP Exam based on PMBOK-2000. Future sessions will prepare for the PMBOK-2004 based exam which will be effective in October 2005.

Anyone planning to take the PMP certification exam prior to October 2005 should prepare themselves based on PMBOK-2000, NOT the recently published 2004 edition.

Are you interested in joining a study group to help you prepare for you PMP Exam? Contact the Education Director today at education@pmi-nh.org. Cost is \$100 plus study books. Participants must be NH chapter members.

Are you interested in becoming a mentor for a study group? Being a mentor will give you PDUs to maintain your PMP status, provide additional networking opportunities and keep you up to date on Best Practices and cutting edge methods in the Project Management field. ■

For more information about upcoming study groups, becoming a mentor or PDUs please contact Rick Hogan, PMP, at education@pmi-nh.org.



PMI-NH is proud to be a Registered Education Provider, meaning we’ve earned the right to award PDUs for our quality meetings, workshops, seminars and classes.

PMPs need to earn 60 Professional Development Units (PDUs) every three years to stay certified.